INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - APRIL 2025

PROGRAMME: BHRM
YEAR/SEM: YEAR 4/SEMESTER 1
COURSE CODE: HRM 3102
NAME: INDUSTRIAL PSYCHOLOGY

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

Compulsory: 40 marks

Question 1:

SECTION A: COMPULSORY (40 MARKS)

Case Study 1: Equity Bank’s Approach to Diversity Management

Equity Bank, one of East Africa’s leading financial institutions, operates in multiple countries, including Kenya, Uganda, Tanzania, Rwanda, and South Sudan. With a diverse workforce representing different ethnicities, nationalities, and cultures, the bank has made diversity management a key part of its HR strategy. In an effort to create an inclusive workplace, the bank has implemented policies promoting gender balance, equal opportunities, and cultural sensitivity training. However, despite these efforts, challenges persist, such as communication barriers among employees from different cultural backgrounds, resistance to diversity initiatives by some employees, and difficulties in creating an inclusive organizational culture across its various branches. The bank’s leadership is keen on leveraging diversity for competitive advantage and fostering a work environment that enhances collaboration, innovation, and productivity. To achieve this, they are exploring new strategies to ensure effective diversity management, increase cultural awareness among employees, and eliminate unconscious biases that hinder career growth and teamwork.

Using the above case study, answer the following questions

a) What are the key benefits of workplace diversity for Equity Bank, and how can it enhance organizational performance? *(10*

marks)

b) What challenges does Equity Bank face in managing workplace diversity, and how can they be addressed? *(10 marks)*

c) How can HR policies at Equity Bank be improved to ensure an inclusive and diverse work environment? *(10 marks)*

d) Suggest strategies that Equity Bank can implement to foster a culture of collaboration and innovation through workplace diversity. *(10 marks)*

Question 2:

Case Study 2: MTN Uganda’s Organizational Change Management

MTN Uganda, a leading telecommunications company, has embarked on a digital transformation journey to enhance customer service efficiency and streamline operations. The company has introduced AI-driven customer support, automated billing systems, and a new digital self-service platform. While these changes promise improved customer experiences and reduced operational costs, they have been met with resistance from employees. Some staff members feel insecure about their job roles due to automation, while others struggle to adapt to the new digital systems. Additionally, the rapid pace of change has led to stress and uncertainty, affecting employee morale and productivity. MTN Uganda's management recognizes the need to address employee concerns and ensure a smooth transition. They are considering various change management strategies, including employee training programs, transparent communication, and leadership support, to drive successful adoption of digital tools and minimize resistance.

Using the case study above, answer the following questions

a) Why do employees at MTN Uganda resist organizational change, and what are the potential consequences of this resistance? *(10 marks)*

b) Using Lewin's Change Management Model, how can MTN Uganda effectively implement its digital transformation strategy? *(10 marks)*

c) What role does leadership play in ensuring employees successfully adapt to digital transformation? *(10 marks)*

d) Suggest practical strategies that MTN Uganda can use to

reduce employee resistance and improve acceptance of digital changes. *(10 marks)*

SECTION B

Answer any 3 questions (60 marks)

Question 1:

1. (a) Safaricom has built a strong employer brand through employee engagement. Discuss what constitutes a healthy psychological contract in such an organization. *(10 marks)*

   (b) How can Safaricom address breaches in the psychological contract to rebuild employee trust? *(10 marks)*

Question 2:

1. (a) At Kenya Airways, absenteeism and workplace conflicts have impacted service delivery. Examine the causes of counterproductive work behavior in such an organization? *(10 marks)*

   (b) Suggest strategies to minimize counterproductive work behaviors while maintaining employee morale. *(10 marks)*

Question 3:

1. (a) At Uganda Breweries, teamwork is essential for production efficiency. Elaborate on the factors that influence group cohesiveness in such a manufacturing environment? *(10 marks)*

   (b) How can the HR team foster collaboration and high-performing teams? *(10 marks)*

Question 4:

1. (a) At Nation Media Group, career development is a key employee expectation. How does career growth contribute to a strong psychological contract? *(10 marks)*

   (b) What are the consequences of psychological contract violations on employee engagement? *(10 marks)*

Question 5:

1. (a) At Uganda Revenue Authority (URA), cyberloafing and tardiness have increased. Examine the causes of counterproductive work behaviors in such an organization? *(10 marks)*

   (b) Suggest measures URA can take to curb counterproductive work behaviors without demotivating employees. *(10 marks)*

Question 6:

1. (a) Bidco Africa has a workforce spanning different nationalities and cultures. Discuss the benefits of workplace diversity in such a multinational company? *(10 marks)*

   (b) Recommend strategies Bidco Africa's HR team can use to translate diversity into a competitive advantage. *(10 marks)*

Question 7:

1. (a) At Airtel Tanzania, marketing and sales teams play a crucial role in business growth. Discuss the main stages of group development in such teams? *(10 marks)*

   (b) Differentiate between a group and a team, and explain why Airtel prioritizes teamwork. *(10 marks)*

Question 8:

1. (a) Conflicts over decision-making have affected performance at Jubilee Insurance. How can constructive conflict benefit an organization? *(10 marks)*

(b) Recommend conflict resolution techniques that Jubilee Insurance can use to improve workplace harmony. *(10 marks)*

Question 9:

1. (a) Kenya Power is restructuring to improve efficiency. Examine the possible challenges of organizational change in such a large utility company? *(10 marks)*

   (b) Suggest change management strategies Kenya Power can use to gain employee acceptance. *(10 marks)*

Question 10:

1. (a) At DTB (Diamond Trust Bank), financial incentives alone do not sustain employee motivation. How does Vroom's Expectancy Theory apply to motivation in this case? *(10 marks)*

   (b) Propose alternative ways DTB can improve employee motivation beyond monetary rewards. *(10 marks)*

Question 11:

1. 11.(a) Bolt drivers in Nairobi often face high stress due to long working hours and unpredictable earnings. Explain the major workplace stress effects on the Organizational employees? *(10 marks)*

   (b) Recommend organizational policies Bolt can implement to improve driver well-being. *(10 marks)*

Question 12:

1. (a) At Tanzania Ports Authority, workplace safety is a critical concern. Examine the common causes of workplace accidents in high-risk environments? *(10 marks)*

   (b) Suggest accident prevention strategies that Tanzania Ports Authority should implement. *(10 marks)*